



Bridging the gap

Westpac workplace gender pay report

September 2019

Westpac Workplace Gender Gap Report

Organisations globally and nationally are prioritising closing the gender gap as they strive to make their workplaces more diverse and inclusive. These organisations are thinking strategically and taking heed of research, which shows diversity and inclusion is a key driver of business performance.

Addressing the gender pay gap is one important action organisations can take to support greater diversity and inclusion.

Like many of these organisations, Westpac NZ is committed to taking action.

Westpac NZ has identified that while many organisations want to do the right thing, often they are not confident about what to do or where to start. The number of measures of the gender pay gap, and their complexity, can be an obstacle and a deterrent to organisations that want to ensure their pay is fair across genders.

Westpac NZ believes that greater equality in pay and working conditions should be a goal for all organisations that want a better and more inclusive society. Furthermore, businesses that implement policies to make pay fairer are less likely to be impacted by labour market skill shortages, and more likely to be an employer of choice for the widest possible pool of talented jobseekers.

Westpac is sharing this report to provide other New Zealand organisations with clarity on:



What the gender gap is



The difference between the gender pay gap and gender pay equity



Why addressing the gender gap is important



Identifying and analysing the measurable drivers of the gender gap



Understanding the underlying causes of the gender gap



New Zealand's comparison with global gender gap trends



Leading practices New Zealand organisations can learn from

Westpac NZ's 2017 Diversity Dividend report showed the value of diversity in the economy is \$881 million, equivalent to a 0.33% increase in New Zealand's GDP. This is because having more women in leadership could change perceptions about female competency and skills, and increase the availability of flexible working arrangements, which in turn increases labour force participation.

For the sake of simplicity, this report will focus on men and women, but we appreciate people also identify with other genders and that there are various other components of diversity, including ethnic diversity and diversity of thought.

The gender gap is broadly defined as the gap or variance between what men and women are paid in the workforce



Gender pay equity is equal pay for equal work – that is, people undertaking the same work being paid the same, regardless of gender.



The **gender pay gap** is the gap between the median remuneration of women and the median remuneration of men. Closing the gender pay gap typically cannot be achieved unless gender parity exists.



Gender parity is when men and women are equally represented at all levels in a workplace.

Closing the gender gap typically relies on addressing all these elements. Equal pay for equal work will typically not close the overall gender gap, unless the genders are equally represented at each level of the organisation.

For many organisations addressing gender pay equity is achievable in the short-medium term whereas closing the gender pay gap is likely to take longer given it also relies on resolving historical norms such as occupational segregation.

For organisations which are heavy in historically male-dominated roles, the challenge may seem daunting, but it is important that they measure a starting point and seek to make progress.

What is the difference between gender pay equity and the gender pay gap?

- The gender pay gap is the difference in the pay of men and women, regardless of the nature of work, across an organisation and industry.
- Gender pay equity is the difference in pay of men and women undertaking the same type of work, i.e. it requires grouping and an analysis of like for like roles.
- Gender pay equity, i.e. like for like role comparisons, provides a more accurate assessment of the gap that can be addressed more immediately.

Why is it important to address the gender gap?

Apart from being the right thing to do, closing the gender gap is a key driver of organisational, social and economic performance. In New Zealand the Champions for Change, comprising Chairs and CEOs of major public sector organisations and corporates (including Westpac), have gained significant momentum progressing diversity and inclusion in New Zealand. The Champions have taken heed of the research on the benefits it can bring their organisations. One key benefit of increasing the talent pool to include more women has been the link to enhanced innovation, increased productivity and also GDP at a country level.¹ The Champions for Change are committed to being held accountable for their progress by having plans in place to share reporting on the gender and ethnicity makeup at different levels of their respective organisations.

The findings show there is enormous potential to enhance economic wellbeing.² Yet, for women, the gender gap starts from the moment they enter the workforce.

In Australia in 2012, the median starting salary of bachelor degree graduates aged under 25 in first full-time employment was \$55,000 for men and \$50,000 for women, a 9.1% gap. This gap was only 3.8% in 2011. If equality of opportunity exists regardless of gender, then it would be expected that graduate salaries would be equal for men and women.³

The pay gap, together with time out of the workforce to raise families and/or care for other dependants, as well as women's higher likelihood of taking on part-time work, impacts their lifetime economic security and has longer term societal implications.⁴

As articulated by the World Economic Forum (WEF), there is a compelling and fundamental values case for empowering women. They represent half of the global population and deserve equal access to health, education, earning power and political representation.⁵ Evidence shows gender diversity improves national productivity, economic growth and organisational performance.^{5,6}

Workforce participation of women is also important when looking at the current skill shortages and the ageing population. People and their talents are among the core drivers of sustainable, long-term economic growth.

If half of these talents are underdeveloped or underutilised, growth and sustainability will be compromised.⁵

The Fourth Industrial Revolution is expected to transform the economy, and in some industries will increase the gender gap as jobs traditionally held by women become obsolete.⁵ At the same time, opportunities are arising in industries women are currently under-represented in – for example, science, technology, engineering and mathematics (STEM).

How to assess and measure the gender gap

Despite the recognition of the issue, and the benefits of addressing it, there is no globally accepted way to calculate the gender gap. Globally and nationally, calculations have different treatments of:

- Full- versus part-time workers
- Earnings type – for example, salary versus hourly earnings
- Base versus total remuneration
- Mean, median and position against market/salary band
- Classification and grouping “like roles”, including the level of granularity sought to reflect components like time in role, and performance
- Groupings of remuneration – for example, salary bands and remuneration quartiles when looking at the gender pay gap

Measurement challenges can give rise to the potential for organisations to manipulate calculations so they appear more favourable, or to make it easier for organisations to “explain the gap away”, citing an inability to compare like for like roles or to influence predominantly female types of work.

Measuring the gender pay gap

Some of the leading practices in measuring the gender gap are:

- Factoring in part-time and full-time workers – for example, by using hourly rates or by calculating up to a full-time equivalent. It is often also worth comparing the gap for full-time versus part-time workers to see if that is one of the drivers of the gender gap. The United Kingdom has a gender pay gap of 9.1% for full-time work and 18.4% when including part-time work.⁷
- The type of workforce will typically inform whether an organisation should use salary or hourly earnings. Where there is a combination of both within an organisation, it is best to have one standard approach.
- Total remuneration is important to consider where there are bonus elements and other benefits as a common component of remuneration. Organisations can find it more pragmatic to focus on base salary and bonus payments. When including benefits, they would need to be able to be accurately costed. Comparisons of the gap for base salaries versus total remuneration may also provide additional insights into drivers of the gender gap.
- Likewise, exploring the gap through multiple lenses such as the mean, median and position in band, especially if the variations in pay within a role grouping are wide-ranging. Statistics New Zealand defines the gender pay gap as the difference in median hourly earnings between men and women, which is what is reflected in this report.

Where there is variability of role classifications making it difficult to analyse pay equity (equal pay for equal work), further analysis can be done on the gender pay gap to understand the drivers of the overall gender pay gap of an organisation.

The gender pay gap can be further analysed:

- By looking at remuneration quartiles, so rather than grouping by like roles, staff are grouped into quartiles based on their remuneration. Sitting this information alongside the gender mix per quartile will often show the gender pay gap at the upper quartile is driven by the absence of women in senior roles.⁸
- By groups, business units or types of work within an organisation. It is not uncommon to find the gender gap is predominantly driven by an area where there is occupational segregation and/or historical skills difference – for example, in STEM.⁹

Measuring gender pay equity

Factors specific to analysing gender pay equity (equal pay for equal work) relate to the need to ensure there is comparable like for like analysis, while also ensuring there is sufficient comparable data for valid analysis for a given role grouping.

There are a number of complexities in being able to compare like for like. For example, how granular organisations get with comparing like roles will largely be determined by ensuring there is a sufficient number of roles in a data set/grouping to enable meaningful comparisons. For many organisations their starting point is considerable variability in titles, bands, and job sizing.

The cornerstone to the development of an equitable, defensible and compliant remuneration framework is to be able to fully understand what the jobs in the organisation are accountable for, and then to be able to measure the content and contribution of that role, relative to the other roles in the organisation.

Many organisations advocate the use of a validated job evaluation methodology such as The Korn Ferry Hay Guide Chart Profile Method of Job EvaluationSM as an effective method of properly sizing and comparing roles.¹⁰ The Korn Ferry Hay Job Evaluation Method enables quite disparate roles to be compared by applying three main factors; Know-How, Problem Solving and Accountability.

Organisations will often start with understanding their overall organisation gender pay gap and gender parity. Addressing gender pay equity is a pragmatic initial focus with more immediate results. Gender parity of leadership roles can also be a more immediate focus.

Societal and historical norms, such as time out of the workforce to care for others, will take longer but progress is needed to address the gender pay gap sustainably.

Pay Gap Approach Overview

Assess the gap:

- Pay equity
- Gender pay gap
- Gender parity



Understand the causes:

- Measurable drivers
- Underlying causes



Set targets on both the gap and drivers and hold leaders to account



Be transparent about the gap and plans to address it internally and externally



Address anomalies in gender pay equity, like pay for like work



Refine process

- It is an iterative process – fix one thing and move to the next

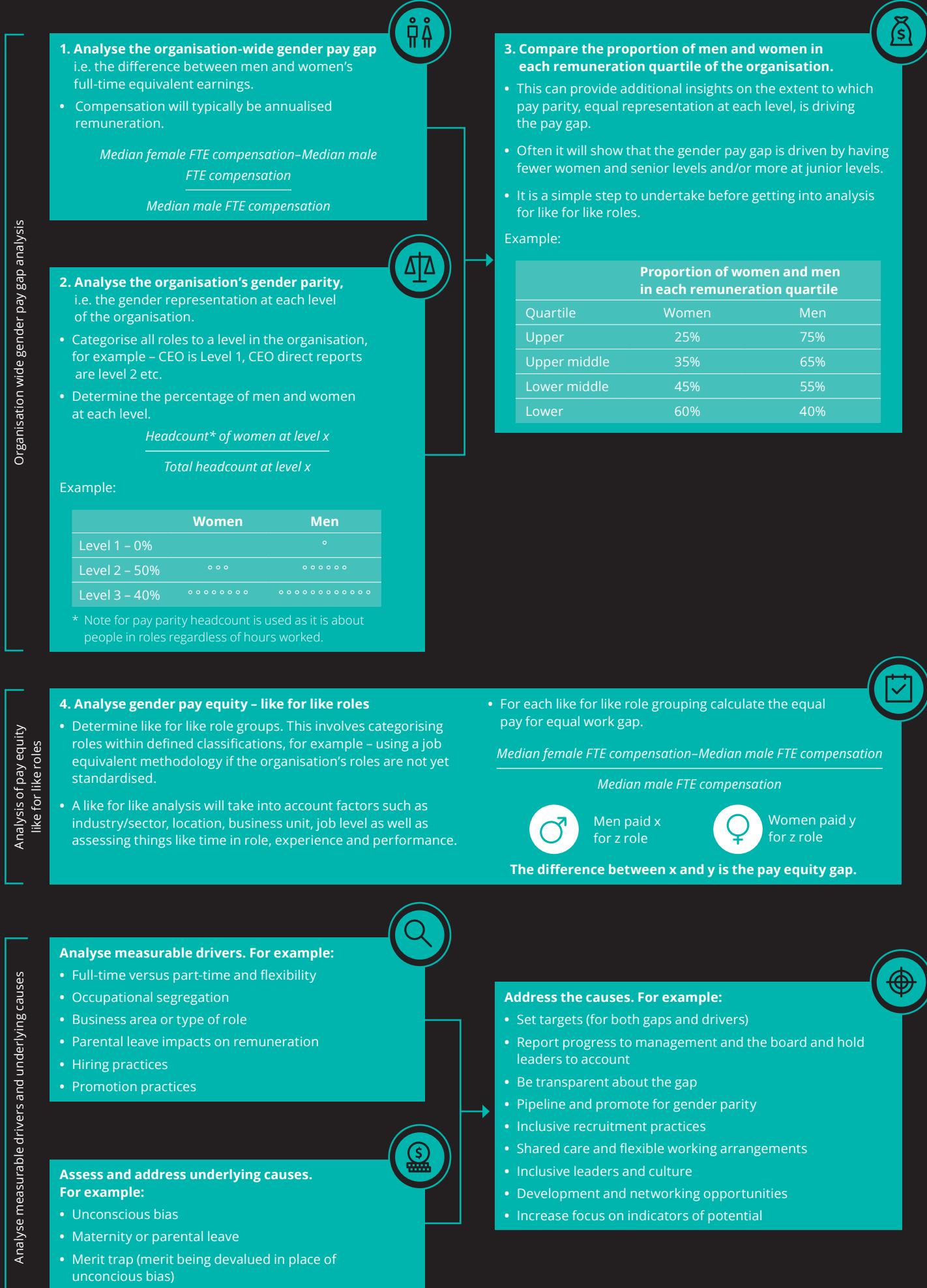


If gender pay equity efforts are not closing the overall gender pay gap then revisit

Monitor progress of all three:

- Gender pay gap
- Gender parity
- Pay equity

Understand the drivers of the pay gap



Understanding measurable drivers of the gender gap

Addressing the gender gap is not as simple as just changing what organisations pay, and measuring pay is not the only measure to be used. To sustainably close the gender gap organisations need to understand and address the key measurable drivers of the gender gap, including:

- Pay parity – How equal gender representation is at different levels of the organisation. For example, the percentage of women in leadership roles.
- Attrition – How does the attrition vary by gender at each level? For example, are senior women leaving at higher rates than senior men?
- Occupational segregation – A predominance of a given gender for a particular type of work. Female-dominated jobs in administration and care tend to attract lower wages. For women on lower incomes, factors such as type of work, family responsibilities, education and age are key reasons for the existence of a gender pay gap.⁹
- Recruitment practices – These include considering whether or not senior roles are being filled with an equal gender mix, if remuneration is equal and fair regardless of gender, and the hiring patterns of hiring managers.
- Parental leave practices – These include the proportion of women returning to work and the associated pay impacts.
- Trends around those working part-time or flexibly – Indicators here can include trends in the percentage of each gender working non full-time roles, and the pay differential for those working part-time.
- Pipelining and promotion practices – Are women being promoted at the same rate as men and when promotions occur is the salary increase comparable for men and women?

Understanding the underlying causes of the gender gap

Figures from Statistics New Zealand show the gender pay gap in New Zealand is 9.3%, yet differences in education, occupation and the industries men and women work only explain around 20% of the gender pay gap.⁴

Many of the underlying causes originate from societal and historical norms such as occupational segregation and women as primary carers of others. However, organisations can lead the way in changing these norms. Creating an inclusive culture, where these norms and/or stereotypes are broken down, is key to closing the gap, because diversity is short-lived without inclusion.

Deloitte Australia research shows fairness and respect, value, and belonging lead to people believing in an uplift in business performance and that confidence and inspiration drive innovation, customer service, collaboration and engagement.¹¹

Gender pay gap measurement examples:

Definitions for what is included in calculations can be refined, depending on the industry and sector and the nature of the workers. Examples of gender pay gap (not gender pay equity) calculations include:

- Statistics New Zealand calculates New Zealand's official gender pay gap as the difference between the median hourly earnings of women and men in full and part-time work.⁹
- The State Services Commission calculates a gender pay gap for the public service comparing the mean salaries of men and women in full and part-time work.⁹
- The OECD monitors the gender wage gaps in OECD countries. It compares the median hourly earnings of women and men in full-time work only.⁹

Examples of ways gender gap drivers can be measured include:

- Recruitment by gender/level/hiring manager/business unit
- Recruitment stage achieved by gender – for example, longlist, shortlist, interview, or hire
- The mix of employee type by gender – for example, permanent and part-time
- Promotion by gender, level, and business unit
- Attrition by gender, level, and business unit
- Percentage of women returning from parental leave and associated pay comparisons
- Percentage of men taking parental leave and/or working flexibly

Diversity and inclusion dashboard reporting to management and the board should include insights on the key drivers of the gap as well as on the gap.

Understanding the measurable drivers of the gender gap



How does New Zealand compare to global trends in addressing the gender gap?

There are global comparisons available, such as those done by the OECD. The gender pay gap among full-time workers across OECD countries is basically unchanged at just below 15% since 2010.¹²

The OECD measures the gender pay gap by comparing median hourly earnings of women and men in full-time work only, unlike Statistics New Zealand's measure, which includes part-time workers.

Using the OECD measure, the gender pay gap in New Zealand appears smaller and is one of the lowest in the OECD at 7.8%.¹³ Globally, there is a range of initiatives in place designed to reduce the gap. Only Iceland and Germany appear to be sophisticated enough to focus on like for like.

There are some signs of progress globally. The percentage of businesses with at least one woman in senior management has risen to 87% globally. Women now hold 29% of senior leadership positions, showing gender parity is making its way to the top of the agenda for a lot of organisations.¹⁴

A number of countries are using policy and legislation to tackle the gap. In 131 economies there have been 274 reforms to laws and regulations leading to an increase in gender equality.¹⁵ About 60% of countries have introduced specific policies to close the gender gap. Pay transparency is a key lever; organisations are increasingly required to analyse their gender gap and share the results publicly. Other countries are trying new strategies, such as online pay gap calculators or certifications for companies showing good practice.¹⁶ These initiatives bring attention to the gender gap and incentivise organisations to pay fairly.

While still underrepresented, in the past five years there has been improvement globally among the number of women at board and executive levels, though little has changed at lower employee levels. Female board members and executives represented 18% and 13% of global companies in 2017 respectively, versus 12% and 11% in 2013.

In August 2019, Statistics New Zealand announced the gender pay gap was 9.3%, a significant reduction from 16.3% in 1998

The recent improvements in board and executive ranks reflect the increasing focus on gender diversity at the corporate leadership level.¹⁶

New Zealand is gaining momentum though the Champions for Change, Global Women and public sector reporting. In August 2019, Statistics New Zealand announced the gender pay gap was 9.3%, a significant reduction from 16.3% in 1998.⁹ However, this has stalled and not much has changed for over a decade.

In New Zealand there is a legislative requirement to have equal pay for equal work.¹⁷ In addition, some local organisations have voluntarily set targets, or are reporting against the gender pay gap or its drivers. For example:

- The public sector is aiming for all agencies to have closed any gender pay gaps within the same roles by 2020, and for women to hold at least 50% of the roles in the public service's top three tiers of leadership by the end of 2019.⁹
- Champions for Change organisations are aiming for 40:40:20 balance at all levels of employment. This refers to representation of 40% of women and men at each level of seniority, and the remaining 20% representing any gender. They are also progressing public reporting on gender and ethnicity by level.¹⁸

Given the intricacies of measuring the gender gap and the need to understand and address the drivers, one option for New Zealand would be to introduce a gender gap certification. This could be a validation of an organisation's commitment to equal pay for equal work. It could also involve organisations undergoing reviews of the key practices that lead to diversity and inclusion, including addressing drivers of the gender gap.

In terms of the underlying causes of the gender gap, there has been considerable research on diversity and inclusive workplaces (for example – the recent report by Deloitte and Global Women called How inclusive do New Zealand workplaces feel?) which this report will not replicate.¹⁹

Common biases impacting decision-making

- Affinity bias, or a tendency to favour people who are like us, resulting in homogenous teams and group think
- Confirmation bias, which happens when we seek to confirm our beliefs, preferences or judgements, ignoring contradictory evidence
- The halo effect, which occurs when we like someone and therefore are biased to think everything about that person is good
- Social and group think bias is the propensity to agree with the majority or someone more senior to us to maintain harmony²⁰

In 2016 the gaps were as follows:

Country	Key Facts	Gender Pay Gap (OECD 2019a)
Belgium	<ul style="list-style-type: none"> The gender pay gap has closed in recent years, the result of moving towards equal pay being a government policy for decades. Drivers of this change have been Belgium's relatively high minimum wage, and widespread coverage of collective bargaining, which sets a framework for what people are paid.²¹ Companies are required to annually report their gender pay gap publicly. Organisations with 50 staff or more must also review the pay structure of male and female employees every two years, and prepare a plan of corrective action if it is found that women are paid less than men.²² 	3.7%
Norway	<ul style="list-style-type: none"> Legislation requires employers to pay men and women equally. In addition, new laws introduced in 2018 require organisations to investigate risks of discrimination and barriers to equality, and introduce measures to promote equality and diversity. Individuals and organisations can submit complaints to the Anti-Discrimination Tribunal, which is responsible for enforcing the legislation.²³ 	7.1%
Iceland	<ul style="list-style-type: none"> Public and private organisations with 25 or more employees must prove that men and women in the organisation in like-roles receive equal pay for equal work. Organisations must become independently certified to show paying equal pay for equal work via an Equal Pay Standard (IST 85) created by the government, unions and employer representatives.²⁴ 	9.9%
Australia	<ul style="list-style-type: none"> Australia's gender equality reporting scheme requires non-public sector employers with more than 100 employees to submit raw data and policies to a central authority, Workplace Gender Equality Agency (WGEA), which uses a standardised format to calculate and monitor organisational data, including gender composition data and gender pay gap data.¹ WGEA calculates the gender pay gap as the difference between women's and men's average weekly full-time equivalent earnings and does not compare like for like roles.²⁵ Australian Public Service agencies must monitor progress against the Gender Equality Strategy and provide data to the Australian Public Service Commission. 	14.3%
Germany	<ul style="list-style-type: none"> Employees in organisations of 200 or more employees may request salary information every two years. Information includes how the employee's pay is determined and bonuses or the median salary paid to an employee of a different gender doing similar work. Employees who have a valid claim for unequal pay can receive back pay for up to three years. Organisations with 500 or more employees may also undertake a voluntary gender pay audit every five years.²⁶ 	15.5%
Austria	<ul style="list-style-type: none"> Austria's Equal Treatment Act requires organisations with more than 150 employees to prepare reports every two years. The reports include the number of men and women in occupational groups and the average or median pay for men and women. These reports must be shared with the Works Councils, although do not have to be made public.²⁷ 	15.7%
United Kingdom	<ul style="list-style-type: none"> Legislation requires public and private sector organisations with more than 250 employees to publish their annual average and median gender pay gaps, including analysis of bonuses and remuneration quartiles.²⁸ 	16.5%

Leading practices New Zealand organisations can learn from

Leading practices relate to closing the gap directly, as well as addressing the underlying causes of the gap to ensure progress is sustainable.

Leading practices targeted at directly closing the gap include:

- Setting targets, reporting progress against them to senior leadership and to the Board, and holding leaders accountable for achieving them. Targets signal commitment and influence behavior, often because what gets measured gets done. Establishing targets is becoming more common in organisations as one way of enshrining equality of opportunity for women. They are less prescriptive than quotas and provide a measurable and achievable diversity goal.³ Targets and reporting should be on an organisation's gender gap as well as the key measurable drivers of the gap.
- Gender gap transparency, internally and externally, is a key driver of ensuring people know their organisation understands the extent of the issue and is being open about plans to address it. This also drives accountability and ensures leaders are not hiding behind or explaining away the gap.
- Understanding and focusing on the key drivers of an organisation's gap. This will include ensuring equal gender representation throughout the organisation, through initiatives including more effective:
 - Pipelining of women into senior roles and providing leadership development, mentoring and sponsorship to support this.
 - Avoiding the merit trap, in which merit is devalued in place of unconscious bias, and challenge assumptions to avoid reinforcing the status quo.

- Recruitment practices and policies to ensure a gender balance of those long-listed, interviewed and hired. Organisations can also analyse and report on hiring and pay decisions by hiring managers. Organisations can ensure their brand, sourcing and channel strategy is effective in achieving desired targets. Bias can be minimised throughout the process by having a diversity of interviewers, unconscious bias training, and by not asking interviewees about current salaries when making an offer. Organisations can also proactively break down occupational segregation via sponsorships, sourcing and attracting different genders into roles that may be traditionally male or female dominated, including science, engineering, call centres and administration.

- Focus on gaps resulting from parental leave. A recent report on the effect of motherhood on pay found there was a 17% pay gap between mothers' and fathers' earnings in the workforce.²⁹ Introduce policies whereby people returning from parental leave receive the same average increase as their peers. Incentivise return to work following parental leave and support accessible and affordable childcare where possible. Access to affordable and high quality childcare can be one of the factors that determine whether working mothers continue their career, and New Zealand is reported to have the most expensive childcare in the world.³⁰ Paid parental leave policies in Sweden have led to the increase in men using parental leave.

Of the 16 months paid leave parents are entitled to, three months are allocated to each parent and cannot be transferred to the other parent, meaning parents who are not sharing the leave will lose parental leave payments.³¹

- Leaders need to take ownership for addressing the pay gap - it cannot be seen as just an HR issue, explained away by difficulties with comparing like roles, avoided because it is considered to be potentially costly or due to fears about market perception. The gap will not be closed without leaders demonstrating a commitment and being held accountable for closing the gap.

Gender gap transparency, internally and externally, is a key driver of ensuring people know their organisation understands the extent of the issue and is being open about plans to address it.

In summary, some of the leading practices effective in supporting diverse and inclusive work places that foster closure of the pay gap are:

- Education, awareness and management of unconscious bias so it does not compromise fair decision-making. The research finds that the proportion of the unexplained gap becomes larger and more significant for female employees on higher wages.⁴
- Leaders also need to drive an inclusive culture, for example as articulated in the six traits of an inclusive leader.³²
- The introduction of blind auditions for major symphony orchestras in the US, where the player is hidden from the judges by a screen, increased women's chance of advancing through preliminary rounds by 50%. The New York Philharmonic, for example, saw the proportion of women rise from 10% to 45% of new hires once blind auditions were implemented, ensuring judgment was based on sound, not gender.³³
- Shared care – promote flexible working and parental/family leave, including greater provisions for dads/partners. The gap will not be closed until there is shared care across the genders. Currently women also undertake a disproportionate share of unpaid domestic work.^{9,34}
- Understand and acknowledge historical skill differences between men and women. Women were more likely than men to cite lack of access to developmental work opportunities, caring responsibilities outside of work, and access to networking opportunities as barriers facing senior leaders.¹⁴ Likewise time out of the workforce is a major contributor to the pay gap.²⁵

In the New Zealand context, there is still some way to go – but the focus to date has been promising. Addressing the gender gap is more than thinking about take-home pay: it is about fostering an environment of inclusiveness that provides equal opportunity for all.

Useful Resources



Champions for Change

<https://www.championsforchange.nz/>

Global Women

<https://www.globalwomen.org.nz/>

Ministry for Women

<https://women.govt.nz/work-skills/income/gender-pay-gap>

OECD

<https://www.oecd.org/gender/>

Workplace Gender Equality Agency

<https://www.wgea.gov.au/>

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